

IRVINGTON COMMUNITY SCHOOL

2012-2013 Performance Analysis

Core Question 2: Is the organization effective and well-run?

2.1. Is the school in sound fiscal health?	
STANDARD	<p>2.1-1: The school demonstrates satisfactory performance in all areas identified: Enrollment Variance, Current Ratio, Days Cash on Hand and Debt Default</p> <p>2.1-2: The school demonstrates satisfactory performance in all areas identified: 3 Year Aggregate Net Income, Debt to Asset Ratio, and Debt Service Coverage Ratio</p> <p>2.1-3: The school does not present concerns in the financial audit or financial reporting requirements</p>

2012-13 2.1-1 Performance: Does Not Meet Standard

Indicator	Ratio	Measures	Rating	2012-13	2012-13
2.1 Short Term Health	Enrollment Variance Ratio	Enrollment Ratio equals or exceeds 99%	Meets Standard	100%	Does Not Meet
		Enrollment Ratio is between 90% - 98%	Approaching Standard		
		Enrollment Ratio is less than or equal to 89%	Does Not Meet Standard		
	Current Ratio	Current Ratio equals or exceeds 1.1	Meets Standard	0.35	
		Current Ratio is between 1.0 - 1.1	Approaching Standard		
		Current Ratio is less than or equal to 1.0	Does Not Meet Standard		
	Days Cash On Hand	Days cash on hand equals or exceeds 45	Meets Standard	4	
		Days cash on hand is between 30-45 days	Approaching Standard		
		Days cash on hand is less than or equal to 30 days	Does Not Meet Standard		
	Debt Default Evidence	Not in default or delinquent	Meets Standard	Meets	
Default or delinquent		Does Not Meet Standard			

Irvington Community School **did not meet** standard for core question 2.1-1 for the 2012-13 school year. Based on data from the September 2012 count day, the school met the enrollment targets stated in its charter agreement. As a result, the school met standard for this sub-indicator. The school had significantly fewer current assets than current liabilities (those due in the next 12 months) and did not meet standard for this sub-indicator. Irvington Community School ended the year with 4 days of cash on hand. This means that if payments to the school had stopped or been delayed post June 30, 2013, the school would have been able to operate for 4 more days. Based on this data, the school did not meet standard for this indicator. Finally, the school successfully met its debt obligations based on the information that Sikich, the school's auditor, provided. Furthermore, there have been no negative communications from the school's lenders. Since the school met standard for two of the sub-indicators in core question 2.1-1 and did not meet standard for the other two sub-indicators, it did not meet standard for this section of the core question.

2012-13 2.1-2 Performance: Does Not Meet Standard

2.2 Long Term Health	3 Year Aggregate Net Income	Aggregate 3 year Net Income is positive and most recent year is positive	<i>Meets Standard</i>	NA	Does Not Meet
		Aggregate 3 year Net Income is positive and most recent year is negative	<i>Approaching Standard</i>		
	Net Income	Aggregate 3 year Net Income is negative	<i>Does Not Meet Standard</i>	- \$377,227.00	
	Debt to Asset	Debt to asset ratio is less than or equal to 0.9	<i>Meets Standard</i>	1.02	
		Debt to asset ratio is between 0.9 - 0.95	<i>Approaching Standard</i>		
		Debt to asset ratio equals or exceeds 0.95	<i>Does Not Meet Standard</i>		
	Debt Service Coverage (DSC) Ratio	DSC ratio equals or exceeds 1.15	<i>Meets Standard</i>	0.99	
		DSC ratio is between 1.05-1.15	<i>Approaching Standard</i>		
		DSC Ratio is less than or equal to 1.05	<i>Does Not Meet Standard</i>		

The school **did not meet** standard for core question 2.1-2. The school did not meet standard for the net income sub-indicator in that it generated a negative net income for the fiscal year. Additionally, the school did not meet standard for the sub-indicator regarding debt to asset ratio. The school's debts exceeded its assets. Finally, the school's debt service coverage ratio did not meet standard. Since the school did not meet standard for any of the sub-indicators, it did not meet standard for core question 2.1-2.

2012-13 2.1-3 Performance: Does Not Meet Standard

2.3 Reporting Requirements	Annual Independent Accrual Based Audit	Receives a clean audit opinion	Meets Standard	DNMS	Does Not Meet
		Receives a clean audit opinion with a few significant deficiencies noted but no material weaknesses	Approaching Standard		
		Receives an audit with multiple significant deficiencies, material weakness or is a going concern	Does Not Meet Standard		
	Financial Reporting Requirements	Satisfies all financial reporting requirements	Meets Standard	DNMS	
		Fails to satisfy financial reporting requirements	Does Not Meet Standard		

The school **did not meet** standard for core question 2.1-3. The school did not meet standard for its annual accrual based audit because its report contained a material weakness for OMB A-133 compliance. The school struggled throughout the year to provide quarterly compliance documents and to regularly complete compliance meetings. As a result, the school did not meet standard for all of its reporting requirements. The school's audit was finalized on October 2, 2014.

2.2. Are the school's student enrollment, attendance, and retention rates strong?	
STANDARD	The school is consistently fully enrolled. Student attendance and retention rates are generally at or above the school's agreed-upon target rates.

2012-13 Performance: Meets Standard

Irvington Community School (ICS) exceeded its enrollment target for 2012-13. The following chart displays the school's target enrollment compared with its official fall enrollment, as reported by the IDOE.

Year	Target Enrollment	Fall Enrollment	Percent Below
2012-13	1024	1029	N/A

Source: Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school's charter agreement with the Mayor's Office, submitted by the school.

The 2012-13 attendance rate at ICS was slightly below the average of the state and county.

	ICS	MC	IN
2012-13 Attendance rate	95%	95.7%	95.8%

No targets have been established for student retention rates for ICS.

Based on the 2012-13 performance, Irvington Community School **met** the Mayor's Office standard for this indicator because it exceeded enrollment targets and had an attendance rate slightly lower than the state and county.

2.3. Is the school's Board active and competent in its oversight?	
STANDARD	The board's membership collectively contributes a broad skill set and fair representation of the community; board members are knowledgeable about the school; roles and responsibilities of the board are clearly delineated; board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the board provides consistent and competent stewardship of the school.

2012-13 Performance: Meets Standard

The Irvington Community Schools board was knowledgeable about the school and the school's mission of "preparing students for the next level of their education – and beyond." The board was comprised of six members with one non-voting advisory member and was compliant with charter by-laws. The board had one member resign towards the end of the year and replaced that member with someone with education expertise. Other members had professional expertise in the areas finance and law, but the board could have added members with professional expertise in the areas of K-12 education and community relations, which would have provided critical skill sets that would have been beneficial to their oversight of the school. In addition, the board could have worked to diversify membership in terms of race and gender since they had one female member and no minority representation. The Irvington Community Schools board oversaw Irvington Community Elementary School, Irvington Community Middle School and Irvington Preparatory Academy..

The board chair, Mr. Jeff Lozer, was competent his role and brought substantial legal expertise to the board. He was deeply committed to the mission of the school and worked to ensure that the board engaged in a manner that was conducive to the school's success. Mr. Lozer took pride in

promoting the school and the Irvington community. Mr. Lozer had a very good working relationship with Mr. David Nidiffer, who is the Chief Executive Officer of Irvington Community Schools. He allowed Mr. Nidiffer the autonomy needed to run the schools, but regularly contacted him to ensure updates and information provided were pertinent to the school's success.

The board regularly made quorum and was engaged during board meetings. Board minutes were clear and concise and reflected discussion of critical areas such as finance and academics. Board meetings included leadership at each of the three schools who provided monthly reports to the board. Board meetings were efficient, and board packets were sent in advance to the Mayor's Office of Education Innovation which was helpful in preparing to attend meetings. Therefore, Irvington Community Schools **met standard** for 2012-13.

2.4. Is there a high level of parent satisfaction with the school?	
STANDARD	More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.

2012-13 Performance: Exceeds Standard

In the spring of each year, researchers administer anonymous surveys to parents of students enrolled at Mayor-sponsored charter schools. In 2012-13, 99% of ICS parents reported overall satisfaction with the school. It is important to note that while the elementary, middle, and high school parents were extended the opportunity to participate in the survey, 79 of the school's 125 respondents came from parents of students at the elementary school. Based on this data, the school **exceeded** the Mayor's Office standard for performance for this indicator for the 2012-13 academic year.

2.5. Is the school administration strong in its academic and organizational leadership?	
STANDARD	The school's administration a) has sufficient academic and organizational expertise; b) has been sufficiently stable over time; c) has clearly defined roles and responsibilities among administrators; d) actively engages in a process of continuous improvement and mid-course corrections; e) has established high expectations for all stakeholders – staff, students, and parents; f) has organized operations and secured necessary resources to effectively implement the mission of the school; g) ensures the school achieves strong academic and operational performance; and h) has developed a plan for succession for administrators and staff.

2012-13 Performance: Meets Standard

In 2012-13, Irvington Community School's administration exhibited sufficient academic and leadership expertise and had demonstrated continuous improvement.

The school's leadership team collectively demonstrated sufficient academic and business expertise. ICS's leadership engaged in mid-course corrections to ensure continuous improvement

around implementing TAP at the high school and middle school, monitoring the development of new behavior plan, the continuation of retention strategies between each campus, investing in a development consultant for long-term fiscal viability of the school, and considering the transition of trimesters to traditional semesters to assist new students with the college preparatory curriculum.

ICS's administration and leadership staff established high expectations for all stakeholders and organized operations and resources to implement the school's mission as evidenced by their teacher evaluation/bonus system and academic supports for students. Accordingly, ICS **met** the Mayor's Office standard for this indicator for 2012-13.

2.6. Is the school meeting its school-specific organizational and management performance goals?	
Meets standard	School has clearly met its school-specific organizational goal.

Not Evaluated. Irvington Community School did not have school-specific educational goals to be evaluated for 2012-13.